

**Improve the Ability of State Government to Achieve Results  
Efficiently and Effectively  
Tollgate #1**

1. **Please present the list of indicators you believe will provide the best evidence that this result is being achieved or not.**

<b>Indicators</b>	<b>Same, Modified, New?</b>
Citizen Satisfaction	New – Measure of all POG Team Results being met.
Central Service Agencies Unit Cost of service delivery	New – Measure of efficiency in the delivery of core functions needed to govern effectively.
Recruitment & Retention	New – Measure of one of the primary inputs needed to govern.
State’s Bond Ratings	New – Measure of the state’s management of its finances.

One of the primary questions Team 11 tried to answer is: “What do we need in order to govern?” The Team identified five components that were deemed critical in meeting our result. These are:

- Human Resources – We need to sustain a highly skilled and dedicated workforce.
- Financial Resources – We need to maximize financial resources.
- Logistical Support – We need to provide facilities, equipment, and processes that support the services that the citizens require and demand.
- Information – We need to develop and communicate the essential data and information for decision making, operations, and public access to information.
- Governance – We need a structure in place that enhances involvement, decision making, and accountability.

**2. Update the Causal (Strategy) Map**

See Attachment

**3. Provide an initial assessment of the success or failure of current strategies**

Team 11 did not spend much of our initial time together going through the activities that were funded in the current biennium. Our initial discussions were on trying to answer the question posed above: “What do we need in order to govern?”

- **Does the current budget include funding for all of the key strategies identified by the teams last time? Which strategies were not funded in the budget?** Not applicable

Team 11 is seeking to align our proposed strategies to some guiding principles. They include:

- Enterprise approach to service delivery
- Get Results, Get the Job Done,
- Customer centered approach to service delivery,
- Risk-Appropriate and Adds Value

▪ **Looking at the performance and indicator information available to you at this time, how would you describe progress in achieving this result?**

Not Applicable. We are currently developing the strategies needed to achieve our result.

▪ **What are the most significant areas of success in this result area today?**

The most significant measure of success for Team 11 is that State Government is functioning at a reasonably high level. Governing Magazine gave the State of Washington an A- in its last review of states. Our most recent bond rating by Standard and Poors is AA.

▪ **Where do you see the most significant performance gaps?**

The most significant gaps may be in the State's ability to process information. The State captures a tremendous amount of information and data. Unfortunately, this information is collected by many agencies all using different systems, different codes, and different formats. Although the information is available, it often takes manual manipulations to turn that information into something that can be used by the decision makers. A prime example is the budget information used in the POG exercise. There is a disconnect between the data we are using for the POG exercise and what is used by agencies in monitoring their expenditures for the current biennium. The state needs to be able to manipulate its vast storehouse of information and data in a manner that is relevant so the policy makers have sufficient information to base their decisions.

▪ **Where are the most significant opportunities to improve results?**

**Enterprise Approach** – Taking an enterprise view of the activities needed to govern cuts through the silos of individual agencies. The enterprise view looks at the entire spectrum of activities needed to support a specific program. The vision is the State as one entity, with a single employer, single buyer, with one end-to-end, integrated, means of conducting business. This should mean faster, cheaper processes, reduced time due to implementation of new best practices, and fewer data entry points into multiple systems. An enterprise approach has the potential for breaking down the information system barriers, thus addressing the significant performance gap mentioned above.

**Cross agency coordination** – Increasing cross agency coordination will increase efficiency and effectiveness in the delivery of services, not only in the services provided by the central service agencies, but statewide. It's hoped that by providing the "Seamless service delivery" modality increases their confidence that the State is using their tax dollars effectively. Example of cross agency coordination include:

- The Small Agency Initiative
- Human Resource Management System (HRMS) implementation
- Enterprise Strategies Committee
- Digital Government, and
- Deputies Group.

**Duplication and Redundancy:** Redundant systems increases the cost of providing services to the state's citizens and also results in decreased public confidence. When taxpayers complain about waste in government, they are talking about duplication of services. How many different accounting systems have been developed by state agencies because the central statewide accounting system doesn't meet their particular needs? This is an area where we may ask for some research. The question is how much redundancy is out there? Some of the areas where we think there may be opportunities to reduce redundancies are in Motor Pools, IT Service Centers, Accounting Systems, and Facilities Management.

**Restructuring:** This may actually be a subset of the "Duplication and Redundancy" item. It may make sense to restructure several activities or agencies together in an effort to gain economies of scale. OFM has proposed a number of different structural changes to programs and agencies over the past several years. Consolidation of agencies is one model, but not the only one. Other models that may provide opportunities for garnering efficiencies and increased effectiveness include privatization and entering into private/public partnerships in the delivery of current state services.

**Citizen Awareness and Involvement:** Many of our citizens do not understand what government is, lumping all layers of government in one large basket. Team 11 thinks that providing taxpayers with the information of what government does and why it matters to our citizens is an important objective. By increasing the awareness of all the myriad of services provided by state government, the taxpayer will gain a certain level of appreciation for the necessity of state government.

**Reducing The Cost of Distrust:** State agencies expend a significant amount of resources in efforts designed to prevent either the appearance or reality of fraud,

waste and abuse. Unfortunately, every dollar spent on “oversight” is a dollar that can’t be spent on direct service delivery to citizens. Team 11 is interested examining ways to maintain or improve good management and ethical practices while reducing the paperwork and redundant approval systems that drain resources away from direct services.